Project Charter

A Countywide Standard
Document for Information Technology Projects

Project Title: *Enterprise Information*
                     Technology Change Management

Version 1.4 Revised 12/17/2003

Prepared by:

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Department	Enterprise Technology Services Department
Date	9/12/2004

Introduction

This Project Charter will act as the agreement between Ruben Lopez, Enterprise Technology Services Department (ETSD), Project Sponsor; Harold Concepcion, 311/ Answer Center and Debbie Viera-Rodriguez; Executive Stakeholders and the Enterprise Technology Services Department represented by Mary Baker as Project Manager for this project, with regard to the initiation of Enterprise Information Technology Change Management (EITCM):

This agreement defines:
- The expected accomplishments/goals for the project
- Partners and external stakeholders
- The project management framework to be used on the project
- Roles, responsibilities, accountabilities, and activities of the team members
- Management commitments (specifically in terms of communications and control) and
- The empowerment framework which allows the project manager and the project team the authority to proceed as defined in this Charter.

The Project Charter provides a consolidated and summary level overview of the project. It allows all parties involved in the project (stakeholders) to document the agreed upon scope and objectives, approach and deliverables of the project. It also, at the outset of the project, documents the agreed upon problem resolution plans, control mechanisms, and responsibilities of team members.

PMO Information

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Participating Groups: Enterprise Technology Services Department, EAMS Project Team (ETSD, Water and Sewer, GSA, MDTA, Parks and Recreation) 311/Answer Center Project Team (ETSD, Team Metro, Solid Waste, MDPD, MDFR, Public Works, Water and Sewer)

Project Summary

Enterprise Information Technology Change Management is a process that enables an enterprise to modify, enhance or add to any part of its Information

Technology and Communications environment. Change Management processes support timely approvals, notifications and implementations of modifications, by provisioning controlled changes. Managing change facilitates the expansion and improvement of the services provided while preserving the reliability and quality of the current production environment.

Dependence upon technology within Miami-Dade County has increased at an exponential rate over the past ten years. County business units rely on IT to provide mission-critical products and services. These business units expect IT to deliver more services, faster, more agile, with higher availability and service quality expectations than ever before. This level of service can not be achieved without an effective change management process. Greater than 95% of all unplanned outages and service interruptions are a byproduct of unmanaged change. Change Management includes both project and operational change management.

While Change Management is critical to IT services, it is also one of the most complex and difficult management disciplines to implement within an organization. Successful Change Management programs will require a large cross-functional team of application, infrastructure, operations and business groups to look beyond their immediate boundaries and to focus on both the end-to-end business service needs and the relationships to individual business and IT component changes.

This view is difficult to attain, as organizational structures within departmental business units and IT technical disciplines tend to concentrate on the small picture of IT systems. Given current organization structures and focus areas, enterprise efforts are further complicated by the fact that few business or technical owners of large complex systems understand or are aware of the numerous relationships that exist across all of the components that make up a large information system.

Both enterprise and departmental IT, have some Change Management processes, however, as IT has grown, current change management systems have become woefully inadequate and do not meet the county's needs on any level. On any given day; there are literally hundreds of unmanaged changes made to Miami-Dade IT Systems. The result of these unmanaged changes, range from increasingly poor system performance and gross system inefficiencies to unplanned service outages.

The need for standardized change management processes and tools is so great that many IT units, sections and technologies have developed their own home grown change management systems, these include GIS, IDMS, EDMS, Websphere, Oracle, SQL Server, Microsoft Client/Server and Microsoft Web Applications to name a few. There exist no fewer than ten different systems and processes; in addition to these operational platform specific attempts several

units within Application Development have defined individual project change management processes for projects. These processes are not coordinated, and actually conflict in many instances, as changes to many IT systems require the use of more than one change management process for a single modification. This situation represents a tremendous waste of county resources and a major area of risk to the provision of service excellence.

The initial goals of the Enterprise Information Technology Change Management will be to increase awareness of change management issues in business and technical units using 311/Answer Center and EAMS as catalyst for the definition of guidelines for change management which would include policies, processes and procedures. The implementation of change management will start small and be focused on these enterprise systems as the process is improved and provisioned over time the scope of managed systems will increase.

The immediate benefits of change management will be to increase customer satisfaction through open Business/IT Communications and to reduce bureaucracy through the planning, prioritization, scheduling and classification of change requests and the definition of standard procedures to facilitate managed changes.

The long term benefits of Change Management include:
- an increase in the quality and availability of services and systems
- a reduction in both planned and unplanned downtime
- a reduction in the actual number of changes required through coordination and planning
- the ability to provide valid metrics and impacts for managed changes
- the ability to proactively monitor performance as changes are made

The implementation of project and operational change management will necessitate significant cultural changes in IT and the business supported by IT at all levels. Change Management is an absolute necessity to accomplish ETSD's mission of providing exemplary information technology services for Miami-Dade County enabling the delivery of excellent services to our customers, it is not an option.

Goals

The goal of this project is to define Enterprise Information Technology Change Management Guidelines including Policy, Standards, Process and Procedures and to document a plan for the implementation of the process defined in support of 311/Answer Center and the Enterprise Asset Management System (EAMS).

Objectives

- To raise enterprise awareness of the need and benefit of Enterprise Change Management within the business and technical units of Miami-Dade County through the use of working groups as defined later in the *Implementation Approach* section.
- To identify Change Management requirements and needs for 311/Answer Center and EAMS.
- To provide a picture of the current state of IT Change Management, develop a comprehensive future vision and a transitional plan.
- To provide guidance for EAMS, 311/Answer Center and ETSD in the establishment of organizational structures, definition of roles and responsibilities and processes required to facilitate Enterprise Information Technology Change Management.
- To identify funding requirements to support the processes defined.

Deliverables

The following document(s) will be delivered to the Project Sponsor and the EAMS and 311/Answer Center Project Executives at the conclusion of this project:

- Managed System List for 311/ Answer Center and/or EAMS
- Enterprise Information Technology Change Management Roadmap to include recommendations for provisioning on-going improvements to Change Management which will include staffing, funding and future integration points with other Enterprise and IT support functions as they evolve.
- Version 1.0 Enterprise Information Technology Change Management Standards, Policy, Process and Procedures
- Implementation Plan for Phase 1 recommendations for 311/Answer Center and EAMS based on the Change Management Roadmap and Processes defined and the Change Management needs of the Stakeholder Projects.

Resource Requirements

To accomplish the goals and objectives of this project and to eventually implement Enterprise Change Management will require a substantial business process reengineering effort which will radically change workplace cultures and behaviors as they relate to IT Systems. These changes impact and must involve IT staff in solutions, infrastructure and operational units, as well as, business users of IT systems. Massive resistance to this type of change on all levels is anticipated.

As such a project has a high risk of failure, involvement of as many stakeholders as possible during initiation and definition phase of this project is desired. This

approach raises awareness of the problem and fosters the communication and sense of ownership necessary for such a project to succeed. The project will require strong high level support and buy-in.

The focus areas for the initiation of Enterprise Change Management have been identified as 311/Answer Center and EAMS. Most technical units within ETSD will provide either direct or indirect support for these enterprise systems. Several Departmental IT units supporting previously isolated systems will also be included in these enterprise systems. While neither of these enterprise systems incorporates all of the IT disciplines; each will include a wide cross section of technologies, business units and interest areas across various departments and Miami-Dade County.

The approach for this project will be to establish three Change Management Working Groups to identify and solve issues from different perspectives. EAMS and 311/Answer Center have pressing needs for Change Management as both systems have target implementation dates scheduled for Fall 2004. ETSD staff, as defined below, will form the third group with representation from the various technical and operational disciplines to include solution providers, infrastructure support, operations, customer services and the project management office.

The structure requested for these groups is as follows:

EAMS and 311/Answer Center Change Management Working Groups:
> The EAMS and 311/Answer Center groups should include a cross-section of both business and technical project participants who are representative of the various business units and IT shops involved in the project. Technical participants should represent a cross-section of technical disciplines including applications, operations and infrastructure. *
>
> A Change Manager (or similar role to be defined) will be required in the future to support Change Management for 311/Answer Center and EAMS projects. This role may not necessarily be a full time position and may possibly be filled by multiple individuals on the project team(s).

ETSD Change Management Working Group:
> A cross section of representatives with expertise in various platforms supported by ETSD from Strategic Technologies, Solutions Development, Infrastructure and Operations, Customer Service and Project Management should be involved. **
>
> An Enterprise Change Coordinator (or similar role to be defined) will be required in the future to support Enterprise Change Management, it would be advantageous if the individual to fulfill this role were identified early in the process and is able to fully participate in the definition of Change

Management. This role is likely to be a full time position coordinating changes with various enterprise systems and change managers.

* At this date the EAMS and 311/Answer Center groups have been formed and are actively working towards preliminary goals, members are listed in *Appendix A*.

** Formation of the ETSD group was requested in June 2004, however, this group has not yet been identified.

Success Criteria

This project will begin closeout upon the delivery of the documents listed in the *Deliverables* section of this document to the Project Sponsor. The project will end with the completion and review of the project closeout report.

The project will be considered a success if deliverables have been provided to the Project Sponsor by December 1, 2004, project closeout activities will commence immediately upon delivery and are expected to be completed within two weeks of the delivery date. Presentation of the Project Closeout Report to the Project Sponsor ends the project.

Constraints

The constraints that limit or have the potential to limit the ability to accomplish the objectives described above include the following:
- This project will define a process and an implementation plan for the Change Management process defined. The actual provisioning and implementation of Enterprise Information Technology Change Management will remain to be accomplished.
- The participants in this project are not assigned full time and therefore are likely have conflicting priorities and assignments. Executive support, dedication of staff participants and flexibility of the project team will be required.
- This project was not provided funding for the 2004/2005 Budget year. Any deliverables provided will require funding and executive support to be implemented and supported in the future.
- The Fall 2004 Elections will negatively impact the availability of all technical staff for this and any other projects.

Assumptions

The following are items that for planning purposes are assumed to be true for this project:
- The Project Manager will remain with this project until its completion.

- The Executive Sponsor(s) for this project will provide the support necessary for the success of the project.
- The Executive Leadership for the 311/Answer Center and EAMS Projects and the Executive Steering Committee for ETSD will identify participants for the Change Management Working Groups in a timely manner.
- All participants in this project, although not assigned full-time, will attend and be on time to project meetings as scheduled, will fully participate in discussions and assignments and will complete any assigned tasks in a timely fashion.

Risks

This project is a large business process reengineering project and as such a key component of the definition phase will be communication focused on raising awareness and support. The inherent risks are not that the process will not be defined but rather that it be defined in such a manner that the process defined will fail to be implemented.

This risk is mitigated by the project approach defined in the *Resource Requirements* section and the *Implementation Approach*. This approach is designed is designed to facilitate communications with all stakeholders and to allow full participation in the process to be defined. This approach is expected to reduce the resistance expected when the processes defined in this project are eventually implemented.

Estimated Project Costs

Project Manager –	47,500 (500 hours)
ETSD Staff –	30,400 (20 * 16 hours = 320 hours)
311/Answer Center and EAMS	45,600 (30 * 16 hours = 480)
	$ 123,500 Estimated Cost of Staff Time

Implementation Approach

The project will be executed by assembling the three teams as identified above in the *Resource Requirements* section for a series of working sessions. Each group will assemble separately but may be brought together for specific topic discussions as required; there must be an overlap in membership between the groups including business staff and managers, application, infrastructure and operational support staff. This overlap facilitates communication between IT and business and should contribute to a successful project that will benefit all participants.

The EAMS and 311/Answer Center Groups will work together to create a "Managed System List" identifying all of the hardware, software, middleware and data stores that will makeup these new enterprise systems. The goal in this exercise is to identify dependencies between the various systems and subsystems, points for approval, notification and service windows.

These groups will also work to define the Change Management Request, Approval and Communication flows for project changes on their systems. Ongoing Change Management roles, responsibilities and organizational support structures will be identified and recommended for both groups as they move towards release of their systems. These processes will include any approvals and or notifications necessary prior to an operational change request to actually implement an approved change.

The ETSD group will work together to perform the following tasks:
- Provide support to the EAMS and 311/Answer Center Groups in the creation and storage of the Managed Project Lists.
- Identify existing change management processes, procedures, policies and toolsets.
- Look at gaps and overlaps in existing processes and tools.
- Define new operational change management processes that link or replace current disparate processes and have a connection to the new Change Management process identified by the business groups.
- Review existing toolsets for potential to provide temporary support in new processes via change request forms, change tracking, change scheduling and change implementation.
- Define ongoing IT roles, responsibilities and organizational structures required to support operational Change Management and interface with project Change Management team(s).

Out-of-Scope

This project will not provide a complete Enterprise Change Management Solution and does not include:

- The actual implementation of the processes defined.
- Integration of the Change Management process defined with other processes currently under development including Project Management and the IT Service Desk.
- The establishment or provisioning of the enterprise change management architecture.
- The establishment of storage for development artifacts and code libraries that may support Change Management during the Systems Development Life Cycle

- The procurement or implementation of toolsets to support the Change Management Processes defined which may include change workflow, approval, notification, scheduling and tracking capabilities.
- Tools that would provide performance monitoring or metrics for Change Management.
- The establishment of quality assurance processes.
- Support staff to provision the new processes.

It should be noted that a high level implementation plan for first phase recommendations will be included in the deliverables for this project; however, the actual execution of this plan is out of scope for this project.

Project Roles

Project roles and responsibilities are in Appendix A of this document.

Organizational Framework

Enterprise Change Management Stakeholders Phase I
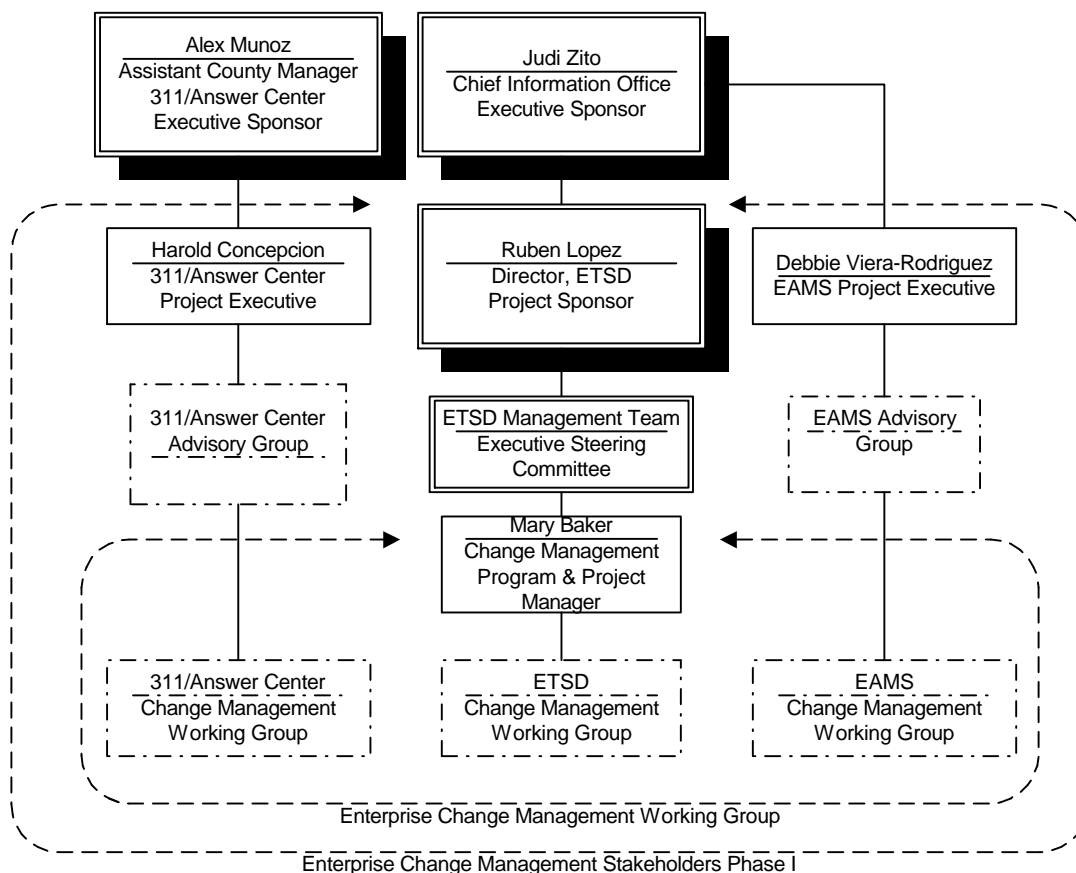
Signatories

By signing below, the signatories agree to the following:

I have read the description of roles and responsibilities as they apply to the Enterprise Information Technology Change Management Project Charter and I agree to the framework and roles and responsibilities as they apply to my role.

I have read this Project Charter and agree to the structure and description of the project objectives.

I am committed to the success of this project and will work cooperatively with all parties to make it successful.

Signatories:

_____
Ruben Lopez, Director, ETSD
Project Sponsor

_____
Harold Concepcion, Assistant Director Team Metro
311/Answer Center Project Executive

_____
Debbie Viera-Rodriguez, MIS Division Chief, WASD
EAMS Project Executive

_____
Mary Fuentes, Assistant Director, ETSD
Executive Steering Committee

_____
Angel Petisco, Assistant Director, ETSD
Executive Steering Committee

_____
June Randall, Assistant Director, ETSD
Executive Steering Committee

_____
Jenny Deblois, Manager, Project Management Office, ETSD
Executive Steering Committee

_____
Debbie Higer, Manager, Online Services, ETSD
Executive Steering Committee

_____
Sandy Mesa, Manager, Customer Services Section, ETSD
Executive Steering Committee

_____
Mary Baker, Computer Services Manager, ETSD
Project Manager

Appendix A

Executive Sponsor:

Has the ability, and is expected and authorized, to resolve decision conflicts, and provide overall direction to program efforts. The Executive Sponsor champions the project in the Organization and may be responsible for securing spending authority and resources for the duration of the program. The Executive Sponsor also provides support for the Program Manager.

If a project is undertaken which is not part of a program, an Executive Sponsor may not be required (if the project is small or departmental and does not impact various County departments, for example) and the Executive Sponsor's responsibilities become part of the Project Sponsor's role.

Project Sponsor:

The person with demonstrable interest in the successful outcome of the project. This person is responsible for:
- securing spending authority and resources for the project within the organizational boundaries provided by the Project Charter
- Championing the project in the organization
- Being the ultimate decision-maker for the project as it may affect the local organization
- Providing support for the Project Manager
- Approving major deliverables, and signing off on approvals to proceed to each succeeding project phase

The Project Sponsor may elect to delegate any of the above responsibilities to other personnel either on or outside the Project Team. However, even when the Project Sponsor elects to delegate responsibility to others, the Project Sponsor nonetheless needs to remain involved in the project and have an understanding of how the project is progressing.

Executive Steering Committee / Advisory Groups:

The group responsible for overseeing the entire program/project and is responsible for providing visible leadership approval and timely resolution of critical issues. The Steering Committee is also responsible for communications or updating of the entire organization of project status on an occasional basis.

Executive Steering Committees tend to focus more on conflict resolution and high level direction, guidance and leadership. Advisory Groups are more geared toward addressing day-to-day issues and communications. Within some projects

this would be one body and in others the groups are split with each fulfilling a unique role.

Project Executive / Program Manager

This person is responsible for overseeing and managing high-level coordination of associated projects. This role has the authority to make decisions on areas that affect interdepartmental implementations or that affect countywide standards for process and procedure. Affected projects may encompass different software platforms or be of such a high strategic importance or wide departmental subscription that scheduling, implementation and overall organizational impact can best be measured and monitored by a CIO-level function. The responsibilities of the Project Manager include:
- Working closely with project management to synchronize departmental requirements and coordinate inter-departmental activities or implementations
- Keeping groups aware of critical success factors
- Providing advice and guidance to groups involved in implementation
- Monitoring change management efforts affecting end-users
- Knocking down barriers to ease process change
- Maintaining program momentum
- Resolving problems that are within the scope of the CIO Charter
- Acting as a channel for problem resolution requiring Program Sponsor or Executive Sponsors' involvement

Project Manager

The person who heads up the project team and is assigned the authority and responsibility for conducting the project and meeting project objectives. The Project Manager is responsible for the day-to-day management of the project and is ultimately responsible to their Project Sponsor and has the authority to represent the Sponsor in carrying out the associated duties of the position. The Project Manager reports status to and looks for immediate problem resolution from the Project Sponsor or the Executive Steering Committee. The responsibilities of the Project Manager include:
- Scope management
- Adherence to schedule
- Adherence to budget
- Approve process redesign and configuration that affect business processes
- Being the focal point for all project communication and establishing a Communications Plan to keep people informed of project progress and issues
- When the project is part of a program -- primary contact person for inter-departmental project managers and for Program Manager

- Project-related conflict resolution (turn over to project sponsor who may turn over to the Program Manager if no local resolution is possible)
- Management of resources required to make departmental implementation successful
- Risk Management

Project Change Management Working Group (s):

These groups, comprise the project team and are headed by the Project Manager, that is responsible for project planning, executing the plan, and closing-out (formally ending) the project. The project team consists of staff that participates at different times throughout the life of the project to deliver their particular tasks according to their schedule.

These Change Management Working Groups will work together to create a "Managed System List" identifying all of the hardware, software, middleware and data stores that will makeup the new enterprise system of interest. The goal in this exercise is to identify dependencies between the various systems and subsystems, points for approval, notification and service windows.

These groups will also work to define the Change Management Request, Approval and Communication flows for project changes on their systems. Ongoing Change Management roles, responsibilities and organizational support structures will be identified and recommended for both groups as they move towards release of their systems. These processes will include any approvals and or notifications necessary prior to an operational change request to actually implement an approved change.

311/Answer Center Change Management Working Group:

Mary Baker, ETSD	Peter Powers, ETSD
Glen Cleghorn, GSA	Julian Rivas, Transit
Susanna Guzman-Arean, Transit	Mike Tomasso, Parks
Odilia Hernandez, ETSD	Andrew Wong, WASD
Rosie Perez, Transit	Lois Ziemba, ETSD

311/Answer Center Change Management Working Group:

Abbas, Syed ETSD	Lemus, Dulce SWM
Alshaier, Nasif PWD	Machanic, Cynthia, MDPD
Amirizadeh, Angelle ETSD	Madrid, Patty ETSD
Arenas, Ricardo ETSD	Mattos, Carlos ETSD
Baker, Mary, ETSD	Moss, Dana, WASD
Blanco, Idsa ETSD	Padron-Andelo, Sandra Team Metro

Clark, Lynette Public Works
Concepcion, Harold Team Metro
Cortes, Elvia ETSD
Cruz, Dee WASD
Fuentes-Smart, Teresa PWD
Garcia, Marcelo M. WASD
Genova, Jack J. MDPD
Glover, Becky Team Metro
Judana Jimenez, WASD
Klopper, Robert ETSD

Pichs, Marta, Public Works
Price, Steven, MDPD Randall, June, ETSD
Salazar, Conrad, City of Miami
Suarez, Orlando, ETSD
Thomas, Glyn A. MDPD
Von Werne, David ETSD
Viera-Rodriguez, Deborah R. WASD
Wong, Andrew WASD
Zapata, Marusia ETSD

ETSD Change Management Working Group:

To Be Identified

Customer(or client):
The person, group, or business unit that needs the product or service that will be developed through this project. In cases where it is not feasible for the customer to be directly involved in the project, customers may select customer representatives and decision-makers to represent their interests and guide the project. Regardless of whether the Customer directly participates or selects a representative or decision-maker, the Customer's responsibilities include:
- Accurately representing their needs to the Project Team
- Validating the deliverables that describe the product or service that the project will produce
- Providing the proper IT and subject matter experts to participate at the appropriate phases of the project
- Communicating project information to their business units and other interested parties
- Achieving consensus of their business unit on project issues, outputs and deliverables and communicating this information to the Project Manager
- Actively participating in project meetings, as requested by the Project Manager
- Testing and using the product or service being developed and providing timely, constructive feedback to the Project Team

Stakeholder:
Anyone that stands to be affected or impacted by the project and anyone that has something to gain or lose as a result of a project. Stakeholders include the Project Team, Management in the organization that is undertaking the project, Customers and co-workers who will be affected by the changes caused by this project, and Stakeholders may also include Citizens and Vendors doing business with the County. Their role includes:
- To use their expert judgment throughout the project, particularly in the creation of the project charter and scope statement

- To be involved in project plan development, approval of project changes, scope verification, identification of constraints and risk management.